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Costing and Pricing Guidelines

Purpose of these Guidelines

1. To assist staff in preparing estimates of costs associated with the conduct of a proposed activity
2. To guide decision-making about pricing, specifically, the costs to be reflected in the fee to be charged or the recovery to be sought in a proposal for external funding
3. To identify types of activities in which the requirements of 'competitive neutrality' apply and to assist in satisfying those requirements.

Use of these Guidelines

The *Guidelines* are primarily intended for use by staff who intend to seek external funding for research activities.

After an initial trial period, it is intended that the *Guidelines* will be expanded in scope to encompass other externally funded activities. Until then, staff who are preparing proposals for external funding for non-research activities, such as the provision of educational services and laboratory analytical services, should use these *Guidelines*.

Costing Decisions and Pricing Decisions

Costing and pricing involve distinct sets of decisions. Identifying something as a cost does not necessarily or in every instance mean that it will be reflected in a price. By the same token a decision about the 'price' should not be based on unexamined or erroneous assumptions about the costs that should or should not be recovered in a given activity. Costs and price are distinct, but must be related in a transparent and consistent manner.

Costing: How should activities be costed?

In preparing proposals for all types of research funding staff should always identify the full cost. The University's actual costs in supporting a proposed activity can be classified, broadly, as *direct costs* and *indirect costs*. A project is fully costed when all direct costs *and* indirect costs have been brought to account.

For some types of activities, in which proposals for funding may entail that the University enters into market competition with other persons or organisations, the National Competition Code also requires that certain '*competitive advantages*' arising from the University's public status be brought to account in arriving at a 'competitively neutral' cost.

It will be necessary, finally, to include in your costings the *Goods and Services Tax* ('GST') payable by the University where the activity to be undertaken constitutes a 'supply' to the person or body from whom funding support is being sought.

In the following four sections guidance is offered to assist in estimating direct costs, indirect costs, competitive neutrality and GST.

Direct Costs

Direct costs include *staff costs* and, depending on the nature of the project, may include *capital items, travel and accommodation, communications, postage, laboratory consumables, sub-contractors' fees, printing costs and stationery*. While some estimates require precision and attention to detail, such as staff costs, for others it may be enough to make a rounded estimate, such as minor postage or communications.

Staff costs

Staff costs include *salaries, salary on-costs, recruitment costs* and for limited-term staff, *severance pay liabilities*.

Salaries

Salaries for all University staff who are to work on a project must be costed, whether they are to be paid from project funds or not. For example, an academic staff member who is proposing to employ staff on a project should not only estimate the cost of employing those additional staff but also the cost of his or her own time and that of any academic colleagues, school administrative staff, secretarial staff or professional staff of the University who will participate in a significant way in the project.

In estimating salaries for staff to be contracted to work on a project, you should consider carefully how recreation leave entitlements will be managed. Normally you would see that leave is taken in the course of the staff member's contract so that at the expiry of the contract there is no accrued leave to be paid out. However, if you anticipate requiring continuous work from a staff member for a period, say six months, and no arrangement will be possible for the staff member to take leave during that period, then the accrued leave entitlement should be costed. In this example, accrued leave would be two weeks, so the budget should provide for a total of six months and two weeks of salary.

The Worksheets which are appended to these Guidelines provide a link to current University salary scales.

For advice as to appropriate classification levels for new positions consult the *Personnel*

Policies and Procedures Manual at sections 2.5 and 2.6. If in doubt consult with your Faculty Resources Manager or the Office of the Director (Personnel).

Salary On-Costs

Salary on-costs are sometimes referred to as 'salary service costs'. Salary on-costs form a significant part of the cost of employing a staff member. Current on-cost rates vary from more than 14% to more than 27%, depending on the nature of the appointment (casual or not) or the term of appointment (less than six months or more than six months).

The attached Worksheets provide a link to the current University salary on-costs.

Recruitment costs

If staff are to be recruited then recruitment costs will apply. These will vary, depending on whether there is to be external advertising and the extent and type of that advertising. For positions which are advertised by a single display ad in a Saturday paper and the Wednesday Australian, the charge will be more than \$6,000. Current costs are available from the Office of the Director (Personnel).

Severance pay for limited term staff

Under the current Higher Education Award, severance pay is due to a limited term staff member whose contract expires, but the position continues and is offered to another person. Moreover, even where the position does not continue beyond the expiry of the staff member's contract, a limited term staff member is entitled to severance pay if he or she has held previous limited term contracts at the University.

An implication of the severance pay provision in the Award, firstly, is that a staff member who comes into a project from a previous employment contract at the University may 'carry' into the project an accrued liability. Hence, unless other arrangements have been negotiated, you may find your project budget having to bear not only the liability accruing for the period of employment on your project, but also a liability which accrued before the project began.

Another implication, secondly, is that while it may be your intention to appoint someone to a project who has no prior accrued severance pay entitlements, if you first offer appointment for an initial term (say, twelve months) with a further renewal within the life of a project, the moment you renew, liabilities will accrue from the first day of original appointment. In that case, severance pay **will** be payable at the end of the project if no other position can then be found for the limited term staff member. And in the alternative event that you offer an appointment for an initial term but do not renew, and the position is offered to someone else within the life of the project, you will still be liable for severance pay.

A severance pay liability should be costed into the budget, even if only as a contingency. Under the Award, severance pay can be at least four weeks' salary (plus on-costs), accruing at the rate of two weeks' salary per annum, up to a maximum of eight weeks.

For advice about severance pay liabilities contact the Office of the Director (Personnel).

Capital items

If any equipment or a computer software licence will need to be purchased by the University to perform a project then the estimated cost of purchase should be costed into the budget. This is so even if, as is the normal expectation, the equipment or software licence will be the property of the University. (The benefit that the University derives from acquiring an asset may be relevant to a decision about pricing, but that is a separate issue).

The choice as to whether to purchase a capital item or use existing University stock may involve a judgement about the extent of usage required and whether other University users will be inconvenienced. If the choice is made to use existing equipment, there may nevertheless be costing implications. For example, the usage of some University equipment may attract a standard internal 'charge'. Where no charge is established, an estimate for depreciation may be appropriate, particularly where the proposed usage is significant or the item has a relatively brief working life (such as computers). Regardless of cost implications, any intention to rely on existing University stock must be discussed with an officer responsible for the capital item, such as the Head of Department, to ensure that other users will not be disadvantaged.

Sub-contractors' fees

It may be necessary to contract out some of the work under a project. Adequate provision should be made for sub-contractor's fees in the budget. The scope and nature of the services to be sub-contracted should be discussed with the proposed sub-contractor and the sub-contractor should be asked to provide a quotation. If fees quoted are net of outgoings, e.g., travel and accommodation, communication costs, hire of equipment, then an estimate for outgoings should be agreed with the sub-contractor and incorporated in your costings.

Apart from quantifying sub-contractors' fees, you should also be careful to identify any University resources which a sub-contractor may be expecting to draw upon, for example, office accommodation.

Travel and accommodation

Travel costs for some projects may be significant. Projects involving investigations across a number of states will usually require air travel by project staff at regular intervals. Estimates of air fares can be obtained from the University's preferred travel agents (see the University

Travel Guide at the Finance Division web page for details).

Some more local studies, for example those involving interviews with dispersed subjects or research into documents at different locations, may involve considerable road travel by project staff. The *Business Procedures Manual* gives the standard rates which apply to reimbursements to staff who use private vehicles on University business. It may be more cost efficient in some circumstances to hire a motor vehicle. Details of rates should be obtained from the University's current motor vehicle hire service supplier. Contact details can be obtained from the Purchasing Section.

For travel involving overnight stays, accommodation must be costed in accordance with the University's per diem rates which are given in the *Business Procedures Manual*.

Communications

Estimates for telephone calls and facsimile transmissions should be costed as should any special equipment needs (see above). Where a project involves a significant element of electronic data transmission or internet-based communications - say, the establishment and operation of an interactive web site - then, to ensure that there is no interference with other University computer users, it may be necessary to make special provision for additional infrastructure, for example, additional routers or servers. These can be costly. You should therefore ensure that you discuss any significant electronic communications needs with the University's IT Services before finalising your costings.

Indirect Costs

The University expends substantial resources on its infrastructure and support services and these must be brought to bear in the real cost of sustaining its academic activities. These costs include salaries for support staff, capital equipment, maintenance of buildings and equipment, power and lighting, security, replacement of buildings and capital stock, and central services such as insurances, the library, computing services, finance, personnel, legal and research services.

To simplify the task of imputing these costs to specific research activities, a Costing Model has been designed based on calculations provided by the University's Finance Office from which average 'factors' for each Faculty are extracted. (The Costing Model is appended to these *Guidelines* as Appendix A). These 'Indirect Cost Factors' express the University's indirect costs as a ratio of the salaries spent on research activities within each Faculty. The respective Faculties' Indirect Cost factors are given below in Table 1:

Table 1: Indirect cost factors by Faculty

	A Faculty/School cost component	B Central cost component	C Indirect Cost Factor
Bendigo	1.69	0.58	2.27
Health Sciences	1.74	0.44	2.18
Hum. & Social Sci.	1.50	0.40	1.90
Law & Management	1.75	0.50	2.25
Sci., Tech. & Eng.	1.90	0.49	2.39

Applying the resultant Indirect Cost Factors to the cost of academic salaries (i.e., the actual salaries, net of any on-costs) for a particular project, you will obtain an estimate for indirect costs:

Figure 1: Estimating project indirect costs

$$\boxed{\$ \text{ Academic salaries}} \times \boxed{\text{Indirect Cost Factor}} = \boxed{\$ \text{ Indirect cost}}$$

The costing method also enables each of the Faculties' Indirect Cost Factors to be divided between the Faculty/School component (Table 1, Column A) and the central University component (Table 1, Column B). This break-down is relevant to decision-making about price as it enables authorised officers of Schools and/or Faculties to make decisions about the recovery of School/Faculty indirect costs and authorised officers to make decisions about recovery of Central indirect costs.

Having estimated direct costs and indirect costs you are in the position to define the full cost to the University of undertaking the proposed project:

Figure 2: Calculating the Full Cost of a research project

$$\boxed{\text{Direct Cost}} + \boxed{\text{Indirect Cost}} = \boxed{\text{Full Cost}}$$

Competitive Neutrality

Alongside direct and indirect costs incurred by the University in supporting its research activities, in some cases it is necessary to bring to bear an additional factor in costing a project which represents

the notional costs for which the University would be liable but for its character as a public institution. These costs include municipal rates and land taxes, and the costs of capital (as public grants do not entail interest charges or repayment obligations). Where the University is in market competition with other potential providers, the absence of such costs is said to give it a 'competitive advantage' over private sector competitors, actual or potential.

Competitive Neutrality and universities

Under the National Competition Code, which was implemented under an agreement between all Australian governments in 1997, government departments and other government trading arms are subject to an obligation, with respect to any market competitive activities, in a first arm, to build into their costings an estimate of their competitive advantage. With the inclusion of a factor representing competitive advantage, the resultant cost is described as the 'Competitively Neutral Cost'. A second arm of the obligation is to ensure that pricing decisions relate to the Competitively Neutral Cost in a transparent manner. This latter arm of the obligation is dealt with further in the section on pricing below.

Universities in Victoria, in line with the other States, are treated by the Government as being subject to the same principle of Competitive Neutrality as government departments and instrumentalities. Monitoring of compliance in Victoria is by means of a complaints mechanism whereby any entity which believes that it has suffered from the effects of a public entity's competitive advantage can lodge a complaint with State Treasury which will undertake an investigation. There is no legal obligation to comply, but a university held not to be complying can be made subject to administrative sanctions by governments, including, conceivably, funding sanctions and exclusion from government tendering processes.

Research activities affected by Competitive Neutrality

Research activities of the University are not exempt from the principle of Competitive Neutrality. Costing decisions relating to proposals for external funding will be subjected to the principle where the proposals are in market competition with other organisations, or potentially in competition. Most at risk are tenders for consultancies. Also possibly at risk is research commissioned by an outside party without any tender or other competitive process, if it happens that there is a potential commercial competitor for the particular research work.

Other services, more or less ancillary to the University's research activities, such as laboratory analytical services, may also be liable to complaints on the grounds of unfair competition.

Costing Competitive Advantage

The University's Costing Model (see Appendix A) includes a method for imputing estimates of competitive advantage. Estimates of rates and land tax which would have been payable had the University not been exempted and the cost of capital have been made. Part of these totals are then

imputed to research activities at the University and that portion is then distributed among the Faculties based on the relative proportions of staff time devoted to research. Competitive Advantage factors are obtained by expressing each Faculty's share of these imputed costs as a ratio of its salary expenditure on research. These factors are extracted in Table 2 below:

Table 2: Competitive Advantage Factors by Faculty

	Competitive Advantage Factor
Bendigo	0.12
Health Sciences	0.12
Hum. & Social Sci.	0.11
Law & Management	0.13
Sci., Tech. & Eng.	0.13

To obtain an estimate of Competitive Advantage in a particular project the relevant Competitive Advantage Factor should be applied to the cost of academic salaries (net of on-costs), as illustrated in Fig. 3:

Figure 3: Estimating Competitive Advantage

$$\begin{array}{|c|} \hline \$ \text{ Academic Salaries} \\ \text{(direct academic costs)} \\ \hline \end{array} \times \begin{array}{|c|} \hline \text{Competitive} \\ \text{Advantage} \\ \text{Factor} \\ \hline \end{array} = \begin{array}{|c|} \hline \$ \text{ Competitive} \\ \text{Advantage} \\ \hline \end{array}$$

Having estimated the Competitive Advantage, by adding this to the Full Cost (see Fig. 2 above) you are in the position to calculate the Competitively Neutral Cost, as follows:

Figure 4: Calculating Competitively Neutral Cost

$$\begin{array}{|c|} \hline \text{Full Cost} \\ \hline \end{array} + \begin{array}{|c|} \hline \text{Competitive} \\ \text{Advantage} \\ \hline \end{array} = \begin{array}{|c|} \hline \text{Competitively Neutral} \\ \text{Cost} \\ \hline \end{array}$$

GST

When will GST apply?

In some cases, externally-funded activities will not be subject to GST or will not be deemed to constitute a 'supply' and GST will not apply. For example:

! *Grants funded as government 'appropriations'*

Appropriations are payments made by a government related entity to another government related entity, which are specifically covered by an appropriation under an Australian law. Such payments will be outside the scope of the GST. La Trobe University will be a government related entity in accordance with Division 41 of the ABN Act. Specific examples include ARC grants and NHMRC grants.

! Collaborative research projects

Where under a collaborative research relationship funds come to the University from its collaborators as contributions to a joint project, then those cash contributions will usually not be subject to GST.

! International projects

If a service is consumed outside Australia by a non-resident of Australia, it is a GST-free export, irrespective of whether the work is performed in Australia or overseas. For example: *Smith is a marine biologist and he is providing research assistance to Flaubert, a New Caledonian resident. The research assistance consists of doing literature searches and Smith does this work in Australia. As long as Flaubert is not enjoying the benefit of the supply in Australia, the service provided by Smith is a GST-free export.*

Where the benefit of a service is enjoyed in Australia or by an Australian resident, then it is **not** a GST-free export. This is true even where the work is undertaken entirely overseas. An example of this might be projects undertaken overseas for an Australian aid agency.

! Gifts

If an outside organisation offers funding to the University for a specified activity, it is a gift and not GST-taxable provided that the offer to contribute is *voluntary*, i.e., not made in fulfilment of some prior obligation, and also provided that no material advantage is received by the giver in return. An obligation on the University to use the funds for the purpose given is not enough to make the transaction a supply and no GST liability will arise. On the other hand, an obligation on the University to provide publicity and public acknowledgement of sponsorship may be considered as a material advantage, and a GST liability will arise.

Unless you are confident that your proposed project clearly falls within one of the above categories you should assume GST will apply and factor GST into your costs. If you are unsure or require

advice, please contact the University's Accountant, Taxation and Banking (ext 2068) or Legal Services (ext 2495). Useful information is also available at the University's GST web page (<http://www.latrobe.edu.au/www/gst/>).

Estimating GST liability

GST is valued by applying 10% to the total of all other costs in the price, or, which is the same, 1/11th of the GST inclusive price. There are no significant savings to the University through the introduction of GST (for example, the abolition of Sales Tax did not affect the University as it was previously Sales Tax free), so the full rate of 10% should be applied to cost the University's GST liability for a funded project.

GST on inputs

GST on inputs, such as consumables purchased or sub-consultants' fees, should **not** be costed in the budget for an activity. The cost of inputs should be calculated on a GST-free basis. Payment of GST on supplies made by others to the University will be recovered by the University as 'input tax credits' and will **not** be a charge against your project.

Pricing an activity

After an activity has been costed decisions must then be made about the price, that is, the amount proposed to be recovered from an outside party for the activity to be undertaken.

General Principles

The following principles apply to pricing decisions about research funding proposals:

1. *Decisions about the costs of a project that are to be reflected in the price should be made by the areas (School, Faculty and Central Administration) with budgetary responsibility for the costs in question.*
2. *The costs to be charged out vary according to the type of external funding to be sought.*
3. *With respect to all proposals other than applications for grants, pricing decisions should be guided by a presumption that all costs are fully charged out wherever possible.*
4. *This presumption in favour of full cost recovery should only be overridden in the case of commissioned research and consultancies for clear and persuasive reasons.*
5. *Where an activity is deemed a 'supply' for GST purposes, GST payable by the University should always be charged out in the price.*

The first and second principles, relating to decision-making discretions and types of funding sought, are considered together in the next section. In the section following that, the third and fourth principles, concerning the presumption that costs will be charged out and the grounds for overriding the presumption, will be considered.

Classes of research funding and pricing discretions

How far the price to be charged should reflect the costs of conducting and supporting an activity depend on the nature and terms of the funding sought.

The funding sought may be in the nature of a grant, in which the sponsor's interest may extend no further than assisting a university to do that which is its core mission to do, anyway: namely, to undertake research of a good standard and which serves worthwhile scholarly or humanitarian ends. Generally it is not consistent with the nature of genuine grants to seek recovery of any more than direct outlays, and in any case the conditions of granting bodies generally preclude consideration being given to recovery of more than direct costs. Grants under schemes that are listed under the National Competitive Grants Index are particularly emphatic about the grantee institution providing infrastructure and other support for funded projects in consideration of which such grants attract Commonwealth funding for research infrastructure. At this end of the spectrum little more than recovery of direct outlays may be considered, at least while the present arrangements with respect to research infrastructure grants prevail. Frequently, grants may fall short of covering even direct costs. It should be stressed however that any decision to accept a grant which is less than the direct costs of an activity will be conditional upon your School or Centre agreeing to meet the shortfall from other sources.

By contrast, at the other end of the spectrum are consultancies and commissioned research in which the funding body seeks full, and frequently, exclusive benefit of the results of the research. Full cost recovery is compensation for some of the common incidents of such arrangements, namely:

- \$ restrictions on dissemination of results,
- \$ relatively close control over and intrusion into the conduct of the research,
- \$ ownership of results, and
- \$ liability for failure to perform.

In the context of market competition, the comparatively lucrative nature of the funding on offer, and the applied nature of the subject matter, provision for competitive advantage would be presumed. In this class of cases the presumption in favour of full cost recovery is strong and any decision to waive a particular component of costs would require strong justification.

In between the above extreme types - grants and pure consultancies - lie the difficult, mixed cases: collaborative research arrangements in which ownership of results is retained by the University or at least shared, in which the University stands to benefit from any future commercial profits, and in which there are more liberal expectations with respect to scholarly publication; and pseudo-

consultancies, in which the normally severe terms are mitigated by concessions to scholarly freedom, such as the right to retain and use project results for publication or teaching purposes and, sometimes, the right to intellectual property in the results of the work. In these mid-spectrum types of funding arrangements, more case-by-case judgements are required concerning trade-offs between liberal contractual terms and price expectations. Judgements as to whether full costs should be charged may also be affected by demonstrable intangible benefits to the University of conducting a project, or tangible benefits in the form of the acquisition of valuable equipment. In such cases, the decision whether to charge out their respective components of indirect costs is more nearly a purely discretionary matter for Heads of Schools.

The following Table summarises the implications for decisions about price of distinctions between classes of research funding:

Table 3: Classes of research funding and decisions about cost recovery

Class of funded research activity	Direct costs	Indirect costs (School/Faculty; Central)	Competitive Advantage Estimate
Grants under schemes on the National Competitive Grants Index	To be recovered to the full extent permitted.	No recovery	No recovery
Other Grants	To be recovered in full.	Depending on Grant conditions, discretion of each area as to whether respective portion is charged out.	No recovery.
Collaborative research and pseudo-consultancy	To be recovered in full.	Discretion of Schools/Faculties whether relevant portion is charged. Central service portion of central indirect cost normally recovered.	No recovery.
Commissioned research	To be recovered in full.	To be recovered in full.	To be recovered.
Consultancy	To be recovered in full.	To be recovered in full.	To be recovered.

Commissioned research and consultancies: specific considerations

As indicated above, the nature of commissioned research and consultancy work should give rise to a strong presumption in favour of Full Cost recovery. In fact, given the likelihood that proposals for such funding are likely to come up against commercial competition, the presumption would normally

extend to Competitively Neutral pricing. (The terms 'Full Cost' and 'Competitively Neutral' are explained above).

The following considerations may work in favour of recovering less than Competitively Neutral Cost:

- \$ a strong community service rationale for the research;
- \$ strong commercial considerations, such as an early entrant seeking to win acceptance in a market where there is the clear prospect of future income at commercial rates, or evidence that the Full and Competitively Neutral Cost is actually more than the >going rate= in the market.

Where Competitively Neutral pricing does not apply to a commissioned research or consultancy project, the presumption nevertheless remains strongly in favour of Full Cost recovery.

Considerations which may weigh in favour of a decision to waive part or all of the School/ Faculty component of indirect costs include:

- \$ tangible benefits to the University apart from the fee itself, e.g., significant assets which will be acquired with the fee and which will remain in the University's ownership; and
- \$ demonstrable contribution of the project to ongoing research activities, e.g., the acquisition of especially valuable information otherwise not available to the researchers.

Central component of indirect costs

While the Faculty/School component of indirect costs is within the discretion of Heads of School, the Central component is not a School matter. As outlined above in Table 3, central costs will normally be waived in the case of grant applications.

For policy reasons, namely to encourage postgraduate training, central indirect costs will also normally be waived in the case of funding which is predominantly in support of a postgraduate project.

Apart from the above circumstances central indirect costs will apply and must be reflected in the price proposed to be charged. In exceptional cases, a request to reduce the central cost component may be considered in relation to collaborative research and proposals for what is referred to above as 'pseudo-consultancies'.

Role of RGSO

The Research and Graduate Studies Office is responsible for ensuring that pricing decisions concerning proposals for research funding are made consistently with these Guidelines. The Research and Graduate Studies Office reviews proposals for external funding for research activities to ensure that:

- # all proposals for external funding have been fully costed;

- # the proposed price (or in the case of grant applications, the recovery requested) has been approved by the Head of the proponent's School;
- # if any direct costs are proposed not to be recovered, the School is willing and able to meet all of those unrecovered costs internally;
- # if the School/Faculty component of indirect costs is not reflected in the price, the Head of the proponent's School has agreed to waive that component and, in the case of commissioned research or consultancies, that decision to waive shows due consideration of and is reasonable in the light of the considerations recognised in these *Guidelines*;
- # in the case of any proposals (other than applications for National Competitive Grants or for funding to support postgraduate research), the Central component of indirect costs is reflected in the price.

Costing Worksheet

1. Calculating Indirect Costs

Academic Salaries (salaries, **not** including on-costs,
of all academic staff, including established staff)

\$

X Indirect cost factor (select from Table 1 above)

= Indirect Costs

\$

2. Calculating Competitive Advantage (if applicable)

Academic Salaries (as above)

\$

X Competitive Advantage Factor (from Table 2 above)

= Competitive Advantage

\$

3. Costing Checklist

DIRECT COSTS

Academic Staff Costs

+ General Staff Costs (for staff significantly involved in the
project)

+	Equipment	
+	Sub-contractors fees	
+	Travel & Accommodation	
+	Communications	
+	Maintenance and consumables	
+	Postage	
+	Printing	
+	Stationery	
+	Other:	
=	TOTAL DIRECT COSTS	\$
+	INDIRECT COSTS (from 1 above)	
=	FULL COST	\$
+	COMPETITIVE ADVANTAGE (if applicable)	

=	COMPETITIVELY NEUTRAL COST	\$
+	GST if applicable (10% of FULL COST or, if applicable, COMPETITIVELY NEUTRAL COST)	
=	TOTAL COST, incl. GST	\$

Enquiries

If you have any questions about these Guidelines contact:

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If you are seeking advice or assistance in preparing a proposal or application for research funding, contact:

Research contracts and consultancies, Linkage-Projects, La Trobe University Industry Collaborative Grants:

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